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FY 76

PERSONNEL DEVELOPMENT PROGRAM

AGENCY CONSOLIDATED REPORT

Section 1 - Executive Level Development Plans

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COMMENTS

CHART IA - GS-15 - GS-17 and SPS Positions Expected to Become Vacant

25X1A

The executive position vacancies were again underestimated in FY 75, overall by [REDACTED] or 28%. In FY 74 the estimate was missed by [REDACTED] or 25%. The vacant executive positions in the DDA ran approximately 43% of the total senior positions. DDO matched its last years average of 33%, and the DDS&T and DDI were in the 17% range with the E Service at only 7%. The total vacancy estimate for the three year planning cycle is approximately 60% of all executive positions; the same estimate as in the FY 75 PDP.

25X1A

CHART IB - GS-15 - GS-17 and SPS Positions Becoming Vacant - Listed by Career Subgroups

This is a comparative chart in gross numbers of the Career Service estimates of executive positions becoming vacant in FY 76, FY 77 and FY 78. The DDO estimates the same three year percentage as in FY 75 PDP, the DDA has increased from 74% to 82% and the other Services have reduced by relatively small percentage points.

CHART IIA - Executive Candidate Roster

25X1A

Again the Agency as a whole did not meet the goals for putting candidates into active executive development. However, the E Service [REDACTED] The other Services failed to reach their goals, some by significant numbers.

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CHART IIA Supplement - Breakout Chart to Chart IIA

This chart is designed to reflect the composition of the developmental candidates for FY 75 and for FY 76. There is an obvious misunderstanding of what was required as few of the numbers on this chart match the numbers for the corresponding category on Chart IIA. This

25X1A



CHART IIB - Executive Development Candidate Roster - by Career Service

This is a listing of the gross numbers of officers selected for executive development in the FY 76 three year planning cycle.

CHART IIIA - Equal Employment Opportunity Statistics

This is an evaluation of the FY 75 EEO goals in the PDP. Goals for the Agency were met for all grades except GS-13 for Blacks and women and GS-14 for "Other Minorities." The individual Career Services have a mixed report for meeting their individual goals . . . some failed to meet the goal and others exceeded.

CHART IIIB - EEO Statistics for FY 76 PDP Planning Cycle

25X1A We note that while the Black participation for the three year planning period has increased numerically from [REDACTED] in the FY 75 PDP to

25X1A [REDACTED] in the FY 76 PDP, the percentages have reduced from 2.1% of the total participants in FY 75 to 1% in FY 76, 1.7% in FY 77 and 1% in

25X1A FY 78. Women totalled [REDACTED] in the FY 75 PDP three year period and [REDACTED] 25X1A

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in the FY 75 PDP cycle. Their percentages, however, have decreased from 8.3% in FY 75 participants to 5.5% in FY 76, 6.3% in FY 77 and 6.2% in FY 78. The limited number of Blacks in the eligible grades can account for the reduced percentages as components have increased their total participants in the PDP, and it may also be true for women. A detailed analysis would be required to determine if this is the key factor in the lower percentage.

CHART IV - PDP Candidates for Executive Assignment, Not Included on the Candidate Roster

This chart simply reports the number of officers who are candidates for executive positions who are not on the roster of developmental candidates. It is an attempt to identify the total number of individuals eligible or available for executive assignment, now or in the near future.

CHART V - Source of Proposed Candidates for Filling Executive Vacancies

This chart attempts to identify the sources of the individuals who are or will be selected to fill executive vacancies. Despite goals for obtaining executive personnel from outside the Career Service Subgroup or the Career Service, most vacancies in FY 75 were filled from the

25X1A

25X1A

25X1A during FY 75. Chart IA reports [REDACTED] executive positions became vacant;

25X1A [REDACTED]. Only the DDI report reflected the same number of selections as the number of FY 75

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vacancies. The E Service, DDA and DDS&T report the same number of vacant positions on this chart as on Chart IA, but the candidates from

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CHART VI - Training - PDP Candidates

The number of training courses and rotational assignments exceed the number of candidates or participants for each year, including the actual achievements in FY 75, but by an exceedingly small margin. The numbers indicate that only a small number of the candidates received or will receive more than one training course in a year's period. Comparing the statistics on the individual Career Service Reports for the number of PDP candidates (Chart IIA) with the program for training reported on Chart VI, we find what appears to be a limited planning. There are more candidates than training or rotational assignment programmed for DDS&T in FY 76, in the DDI and DDA in FY 78 and in the DDO for all years. It would seem appropriate that each candidate in the program be listed for at least one new experience during a year, either a training course or rotational assignment, allowing exceptions for

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When the Personnel Development Program was initiated in Fiscal Year 1974, it was estimated that three to five years would be required to make it a functioning program. This year will produce the third report of the Executive Level part of the PDP, and it is evident that this section of the Program is already contributing to a more effective approach to the management of executive assignments and executive development.

The PDP is a dynamic tool which structures the advance planning of executive level assignments and requires the full attention of senior management officials. It is not a static planning device; it must be updated or amended as assignments develop, as situations and personnel change, and whenever individual careers take new directions. The PDP should never be allowed to become outdated or reflect outmoded plans. When the Program is properly managed, only a statistical update is required to complete the charts when the annual PDP report is due to the Director.

The PDP reports should also reflect the results of each Deputy Director's annual review of his personnel. Not every Executive Level candidate will realize the full potential seen in him at a more junior grade, and some officers will mature at a later period in their careers with performances meriting consideration for senior level assignments. The annual personnel reviews should insure that candidate rosters are modified to show these developments and that selection lists do not become stagnant on the basis of long past performances. The estimate of an individual's potential as evidenced by current performance is at least as valid as are forecasts based on earlier evaluations.

There is no requirement that the developmental program cite specific future assignments for every junior officer on the candidates roster. Some Offices may be able to identify definite positions for an individual; others may wish to indicate the assignments in general terms such as Branch Chief, Branch Chief of a small branch, Deputy Chief of a large branch, assignment within a Career Service Sub-Group, intra or inter Career Service, at Headquarters [REDACTED] 25X1A

The purpose in identifying the developmental positions, or the level of the position, is to focus attention on the scope of the proposed assignment, the training required, and to insure that the individual concerned is given the opportunity for broader experiences. The position should be selected to develop and utilize new management or operational skills, to expand horizons and to stretch the capacities of the assignee. Where there is no change in the level of responsibility, the duties of the proposed position should offer new challenges.

in a different area of responsibility. Training courses for the Executive candidate should be selected with the same ends in view, i.e., development and expansion of the individual's abilities and talents. A position which offers neither challenges nor the opportunity to grow does not qualify as developmental.

The FY 76 PDP is being distributed with the Annual Personnel Plan to allow components to complete those parts of the PDP that will be used in completing the APP reports. The PDP report itself, however, is not due to the Director of Personnel until 17 October 1975. Part II of the PDP, Developmental Profiles, is not included in this FY 76 PDP report pending receipt and review of the initial Profiles due to be completed 30 June 1975.

The FY 76 Personnel Development Program objectives and reports have not changed significantly from last year. The suggestions and instructions accompanying the FY 75 PDP are still applicable and should be reviewed prior to completing this year's report. A supplemental to Chart IIA has been added to make plain the dynamics of the PDP. The chart is designed to account for the current status of each participant on the FY 75 Executive Development Roster and to identify the composition of the current FY 76 Roster. On several charts reporting the three year program there is a column asking for "Total Number of Individuals Identified." For this "Total" each individual may be counted only once though he or she may be included several times in the three year planning cycle.

Chart VI asks for a statistical report of the training course or training assignment of the PDP candidates and an itemized list of the courses and number of officers to be enrolled in each by the fiscal year. The OTR catalogue should be used as the basis for the course selection. However, components having a need for training or courses not listed in the catalogue should describe the requirement in general terms. The training goals reflected in the APP and PDP are forwarded to the Office of Training for review and consideration, and new requirements are of interest to the OTR Plans Staff.

On the chart listing the expected vacancies and candidates for the assignment, several components have found it useful to also identify the current incumbent and the incumbent's grade. The chart has not been changed to provide special space for this purpose but it may be an item others wish to include. The only change on the chart provides a column for planned as well as mandatory retirement information.

The PDP plans for FY 76 will be made on a 15-month basis through 30 September 1976 to include the transition period to Fiscal Year 1977.